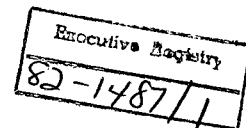


DIRECTOR OF CENTRAL INTELLIGENCE  
Human Resources Committee



OFFICE OF THE CHAIRMAN

HRC-82-073

14 June 1982 17 JUN 1982

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LOGGED

MEMORANDUM FOR: Deputy Director of Central Intelligence

THROUGH: Director, Intelligence Community Staff

FROM: Chairman, Human Resources Committee

SUBJECT: Overseas Staffing Procedures

15 JUN 1982

1. Action Requested: See paragraph 4.

2. Background: At Tab A is National Security Decision Directive (NSDD) Number 38 of 2 June 1982 which establishes the new policy on staffing diplomatic missions to replace the Monitoring Overseas Direct Employment (MODE) system which is thereby abolished.

3. In accordance with the last paragraph of NSDD No. 38, State, DoD and we have now developed guidelines to implement the new policy. The draft guidelines (Tab B) have been staffed out within the Community and with the other interested DoD elements, primarily the Security Assistance people. They conform to the new policy, establish much-needed flexibility and are consonant with the guidance I had from Admiral Inman on this subject.

4. Action Requested: That you authorize me to convey approval of the draft guidelines (Tab B) to State and the National Security Council Staff.

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Attachments:

- A - NSDD No. 38
- B - Draft Guidelines

APPROVED:

*William E. Holloman*

17 JUN 1982

Deputy Director of Central Intelligence

(Date)

ALL PORTIONS OF  
THIS MEMORANDUM  
ARE UNCLASSIFIED

THE WHITE HOUSE

WASHINGTON

June 2, 1982

*National Security Decision  
Directive Number 38*

STAFFING AT DIPLOMATIC MISSIONS  
AND THEIR CONSTITUENT POSTS

This directive supersedes the directive of October 14, 1974 and subsequent directives governing the Monitoring Overseas Direct Employment (MODE) system.

In accordance with my letter to Chiefs of Mission, and the memorandum of September 22, 1981, conveying it to heads of Executive Departments and Agencies, all agencies with staffs operating under the authority of Chiefs of Mission will ensure that, in coordination with the Department of State, the Chiefs of Missions' approval is sought on any proposed changes in the size, composition, or mandate of such staff elements. Departments and agencies wishing to initiate changes should transmit their proposals to Chiefs of Missions in consultation with the Department of State. In the event the Secretary of State or his designee is unable promptly to resolve to the satisfaction of the parties concerned any disputes which may arise between Chiefs of Mission and Agency Heads or his designee, the Secretary of State and the other Agency Head concerned will present the differing views to me for decision through the Assistant to the President for National Security Affairs. Formal acknowledgement of changes approved by Chiefs of Mission or determined by me shall be transmitted to diplomatic missions by the Department of State.

Overseas staffing of elements with U.S. diplomatic missions abroad shall conform to decisions reached in accordance with the above procedures and decisions made through the budgetary process.

Departments and agencies will keep the Department of State informed as to current and projected overseas staffing authorizations for each diplomatic post, differentiating between the number of U.S. personnel and the number of foreign national personnel authorized for each post. The Department of State shall maintain a current record of staffing authorizations for each overseas post. Agencies will cooperate with the Department of State in providing data including any data needed to meet special reporting requirements.

The Department of State, in consultation with concerned agencies, will develop guidelines by July 1, 1982 for my approval to implement this directive.

*Ronald Reagan*

### GUIDELINES

These guidelines are issued pursuant to the Presidential Directive of 2 June 1982 on Staffing at Diplomatic Missions and Constituent Posts. These guidelines replace all guidelines and other agreements previously in effect under the Monitoring Overseas Direct Employment (MODE) system.

The purpose of the Directive and these guidelines is to allow the flexible, systematic and expeditious deployment and management of personnel of all U.S. Government Agencies operating under the authority of Chiefs of Mission in support of U.S. foreign policy objectives.

These guidelines will ensure that the approval of Chiefs of Mission is sought by US Government Agencies on proposed staffing changes for activities operating under the authority of Chiefs of Mission. The Chiefs of Mission will transmit their views on overseas presence to the Department of State, as department and agency representatives will communicate with their respective department/agency headquarters in this regard.

These guidelines also provide for the resolution of disagreements, should such arise between the Chiefs of Mission and department/agency representatives and between the Department

of State and department/agency heads.

A. Requests for Changes in Staffing

1. Preliminary or exploratory consultation by the requesting agency with the Chief of Mission regarding staffing changes is encouraged. Such informal proposals may be initiated in Washington or by agency overseas representatives.

2. Formal requests for approval of staffing changes as required by the Directive must be made by the cognizant Agency to the Chief of Mission in consultation with the Department of State. Copies of such requests will be provided to the Department of State.

3. The Chief of Mission will convey his views on formal requests to the Department of State. The point of contact in the Department of State for such matters is the Office of Management Operations (M/MO), Room 7427, Attention: Assistant for Overseas Positions. The Chief of Mission's response to the formal request should be addressed to that office for action. Copies of requests and responses will be given to the appropriate regional and functional bureaus in the Department of State and to the requesting agency.

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## B. Resolution of Disagreements

1. If there are disagreements over staffing levels between Chiefs of Mission and Agency heads, the views of both parties will be forwarded to M/MO for <sup>immediate</sup> presentation to the Secretary of State for decision within 15 working days of receipt from M/MO.

2. If the Secretary of State is unable to resolve the issue to the satisfaction of the parties concerned, the Secretary and the Agency head concerned will present their respective views to the President for decision through the Assistant to the President for National Security Affairs.

## C. Formal acknowledgement of Changes

Changes in staffing levels at individual posts reached in accordance with the above procedures will be provided by telegram from the Department of State to the Chief of Mission, and the agencies concerned.

## D. Staffing Authorization Records

Departments and agencies will provide the current and projected overseas staffing authorization information, required

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by the directive, to the Department of State, Office of Management Operations (M/MO), Room 7427, Attention: Assistant for Overseas Positions. That official will solicit additional information from departments and agencies when necessary to meet special reporting requirements as established by statute or as levied by the NSC, OMB, or the Congress.

SUBJECT: Overseas Staffing Procedures

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